



Local Workforce Investment Area 4

Local Plan 2014 - 2019

Preface: Organizational Profile

The East Tennessee Human Resource Agency (ETHRA) was appointed by the consortium of local elected officials to serve as the administrative entity for Local Workforce Investment Area 4. This includes Anderson, Blount, Campbell, Cumberland, Loudon, Monroe, Morgan, Roane and Scott counties in East Tennessee.

In LWIA 4, functional management is a joint responsibility between area partners including WIA, TDLWD and Adult Education as outlined in the Consortium of One-Stop Partners. These Partners work together and in conjunction with the LWIB to enhance services readily available within the Centers to meet customer need. The Career Center Management Team consists of area manager staff from each consortium partner. This Team will meet quarterly to discuss customer flow, referrals, performance and staffing to ensure the Centers are conducting seamless delivery of services. *(See Attachment 1 - Organizational Chart)*

The American Job Center Network in LWIA 4 includes:

- Tennessee Career Center at Alcoa: Comprehensive Center including WIA and TDLWD;

- Tennessee Career Center at Crossville: Comprehensive Center including WIA, TDLWD, Adult Education, Vocational Rehabilitation and TN Department of Veterans Affairs;
- Tennessee Career Center at Oak Ridge: Affiliate Center including WIA and Vocational Rehabilitation;
- Tennessee Career Center at Jacksboro: Affiliate Center including WIA, Adult Education and Campbell County Chamber of Commerce;
- Tennessee Career Center at Lenoir City: Affiliate Center including WIA and Adult Education;
- Tennessee Career Center at Vonore: WIA Services present at this affiliate center and access to partner services available through electronic or referral means, such as Unemployment Insurance and/or Adult Education;
- Tennessee Career Center at Wartburg: Affiliate Center including WIA and Adult Education;
- Tennessee Career Center at Rockwood: Affiliate Center including WIA and Adult Education; and
- Tennessee Career Center at Oneida: Affiliate Center including WIA and Adult Education.

Each center provides job seeker access to computers and related technology such as internet and phone, and fax, scan or copy capabilities. In addition, special adaptive equipment to accommodate the

needs of job seekers with disabilities is located within the centers.

The integration of services in our Centers requires a working knowledge by all staff of the available services through partners and resources within the community to meet the needs of our customers. The first place customers will see a difference is in the assessment of needs. One customer will be quickly assessed at the Welcome Function and either be sent to an advanced assessment or will be given a referral to a community resource such as a food bank. The advanced assessment will be completed by available staff member from any partner whose sole function will be to determine how best this customer can be served. In addition to completing the registration in Jobs4TN.gov and developing a resume, the individual may receive one or additional assessments including discussions about education, job history, skills acquired through education, work or daily life, and computer test that show interest and strengths. This assessment will help ensure that the person will receive the services needed to find work and advance in today's job market. Once an assessment of the persons' job readiness, aptitude and abilities has been determined, the customer will be given a return appointment with either the Skills Job Development or Skills Talent Development staff.

In addition, the customer will be informed of resources available through self-service.

The Centers will be organized into three functions: Welcome, Skills and Business. The Welcome Function is responsible for the proper greeting, initial registration and assessment of customer needs. Upon evaluation of customer needs, staff will determine the appropriate next step. This may include, but is not limited to: orientation to services, access to resource room for self-directed services, determination of basic skills deficiencies, referral to on-site workshops, referral to other community resources or the need for skill development assistance. The Welcome Function is currently shared among available staff in Centers; however, this will become a shared cost among Partners through the Resource Sharing Agreements for PY 2014.

Subsequently, those customers in need of more involved staff-assisted services will be referred by appointment to staff designated under the Skills Function. This function is comprised of Career Development (Job) and Skills Development (Talent) and will require job seekers to be fully registered in the Wagner Peyser system. As such, and in order to maintain customer flow, once Wagner Peyser staff complete registration and career counseling a

determination will be made regarding the need for referral to other Center partners. The Skills Function may include, but is not limited to: skill assessments, staff-assisted job search; career planning and guidance, job readiness activities, occupational training, support services and other services as identified on *Attachment 2 – Customer Flow*.

The third function within the Centers is a Business Services Function, which carries the responsibility for ensuring the Centers are meeting the needs of employers in the community. Some of the services associated with this function may include, but are not limited to: business outreach and development, job recruitment and referral, work experience, on-the-job training grants and referral to other community resources. The Business Service Team includes not only Partner staff in the Centers but also a coordinated effort with local and state economic and community development staff.

As stated previously each Center will provide access to computers and related technology to be utilized for job seeker services including job search, resume writing, labor market information, and other resources available through Jobs4TN.gov. For many customers who are intimidated by the computer, tutorial software is available to assist them in

learning the basics. If the demand and need are present, Centers will hold workshops to address computer literacy issues. Additionally, special adaptive equipment to accommodate the needs of job seekers with disabilities is located within the Centers. LWIA 4 also has an established website for posting center locations and contact information, general program guidelines and services available, meeting notices and minutes, financial information and more. LWIA 4 is also utilizing print and social media in conjunction with the American Job Center branding to expand the customer pool throughout the region. Many of our Centers already utilize established Facebook and Twitter accounts to get information out in their communities. We intend to expand those efforts throughout our area.

The activity that is paramount for determining customer need within the Centers is a complete assessment. Assessments take many forms and may include, but are not limited to: complete review of educational status, work history, family situation, interest inventory, soft skills or standardized skill assessments such as TABE or the NCRC. All of these assessments can be utilized to determine the needs of the customer and allow for the development of a plan to meet those needs.

The American Job Center Network branding is utilized to ensure recognition of the statewide seamless workforce system. Brochures, flyers, advertising media and announcements, stationery, business cards, and name tags used by the American Job Center staff will reflect said branding.

Furthermore, LWIA 4 will comply with additional branding requirements as set forth in Workforce Services Policy #7.

I. Leadership

East Tennessee Human Resource Agency (ETHRA), as the administrative entity provides oversight to Local Workforce Investment Area 4 (LWIA 4) created under the authority of the Workforce Investment Act of 1998. The organization is governed by the Local Workforce Investment Board (Board) and a consortium of Local Elected Officials (LEO) from the nine counties. Campbell County Government serves as the fiscal agent for WIA funding and subcontracts administrative functions ETHRA. Oversight for the entire program comes from the US Department of Labor (USDOL) through the Tennessee Department of Labor and Workforce Development (TDLWD) which allocates funding, sets performance goals and issues policies as a result of Federal regulations and mandates. One such federal mandate, is the inclusion of required workforce program partners also governed by the

Act such as Wagner Peyser, Adult Education and Vocational Rehabilitation. Additional community partners include service agencies, local chambers of commerce, local and state economic development entities, post-secondary education and local governmental units.

The Board establishes the vision and mission for the Area and determines the utilization of funds within the region.

- ***Vision Statement***

LWIA 4's vision is to play a key role in developing a growing regional economy by providing innovative and responsive approaches to workforce development issues and opportunities.

- ***Mission Statement***

LWIA 4's mission is to promote self-sufficiency, economic opportunity, business development, workforce skill development and life-long learning that ultimately result in overall economic development and a higher standard of living for individuals within the community.

The Youth Council provides guidance to the Board and staff in matters relating to the Youth Program. All major program decisions are made by the Board in concert with the LEO and implemented by staff.

The LEO meets on the second Tuesday of each month, as needed, but generally at least six to eight times per year to approve the plan, working budget and review performance. In addition, one or more of our LEO attend the quarterly meetings of the Board; with all LEO attending the board meeting held in October annually.

In order to meet organizational goals, the organization must work in tandem with partner organizations to blend all available resources toward individual growth attainment. Potential job seekers come to the Centers for increased employability services. These individuals may be adults, dislocated workers or youth and may be characterized by life experiences such as veteran status, disability, work history or habits, academic achievement, low income, or other distinctive characteristics which require more intensive services. Staff provides referrals, resources and job connections as well as subcontracted services including occupational skills training, supportive services and supplies or tools for training or employment.

Education must continue to be priority in our area as the economy improves, industries grow and new companies build. Governor Haslam's vision states, *"Our goal is simple: Top-Tier education for children.*

Retraining for those out of work and underemployed. A healthy lifestyle. All three will make Tennessee No. 1 in the Southeast for high quality jobs." This can only be realized through leadership, promotion and the wise use of resources. The LEO and the Board embrace this vision and will make efforts to assist the State reach this goal. It is an exciting time in LWIA 4, five of the state's 26 certified building sites for new industries are located in the area; and major employers such as Alcoa, Denso, and Eagle Bend are expanding. New companies with big potential such as Provision Health Alliance, Del Conca, and Surface Igniter are opening; a \$6.5 billion dollar Uranium Processing Facility will be constructed over the next few years; four incubator projects are working with new enterprises to bring their goal to fruition; and our Community Colleges and Tennessee Colleges of Applied Technology are working to promote programs designed to meet current and future employer needs. The Governor's vision gives our local area and the State a direct path to better futures for all citizens and communities.

In order for this message to reach our citizens, we must first help our customers, especially our youth, unemployed and underemployed to envision a prosperous future for themselves. This means they must define their personal goals for a career that they will enjoy and will provide for them and their

family. We must encourage our customers to seek the training they need in order to realize their goals. The role of the LEO and Board is to take the message to the public that our economy is improving, the need for skilled workers is strong and education is key to our future. We will bring this message to our customers through personal conversations, success stories and the use of media including print and social networks. With the combination of the Governor's Drive to 55 initiative, proposed Promise Scholarships and affiliation with the Western Governor's University, Tennessee will be No. 1 in the Southeast for high quality jobs.

LWIA 4 staff responsible for day-to-day administrative and program operations are accountable to the Board, LEO and ETHRA's Policy Council. The program currently has 28 staff members, with 22 of those being located in the Centers and Affiliate Centers within our area. Additionally, staff is also tracked for program activities such as attaining performance measures quarterly, file review and monitoring results, participants served and other relevant program data. Staff provides information to the Board and the LEO on a regular quarterly basis and intermittently as the need arises. Some examples of this information may include, but is not limited to: quarterly performance reports, rapid response

activities, employer service grants such as incumbent worker and on-the-job training, annual performance accountability reviews and audit information, information from state meetings and other pertinent program information.

Furthermore, fiscal accountability is achieved through several methods in LWIA 4. ETHRA Policy Council has appointed an Audit Committee to look at all fiscal and to a lesser extent program functions administered by ETHRA. The Audit Committee is in the process of reviewing all policies including but not limited to Purchasing, Travel, Ethics, and Fringe Benefits. In addition, the Committee meets regularly with the agency's independent auditor and internal auditor. The contact information for the independent auditor has been made available to the Board and all reports are shared upon completion. The size and number of different programs available through ETHRA necessitates regular PAR and federal monitoring of programs, as well as on-site licensure inspections. Any findings for a program that can be related to another are shared among staff in order to improve all programs simultaneously. Also, for LWIA 4 the Board and LEO receive monthly financial reports and have access to a ledger of all checks written on the agency website. All information is available to the LWIB and LEO.

In addition to management and fiscal accountability, we will continue to work towards transparency as it relates to conflicts of interest. The Board will begin to use the same conflict of interest statement as utilized by the State and outlined in Workforce Services Policy #6. This statement is clear and should serve the Board in ensuring that all members understand the need for stating clearly any conflict of interest they may have prior to any actions by the Board.

Succession planning for our area has been informal in past years; however with service integration this process has become more essential. For senior leadership on the Board, the Vice Chairman usually serves for two years and has an opportunity to better prepare to assume the Chair if so elected. In addition, board members are given opportunities to attend national, regional and state conferences when funding allows. For senior leaders within our staff, education and preparation for change is also important. To address education we have a regional approach to training that includes the four additional LWIA's in our region. This group meets on a director's level quarterly, and recently held a two-day workshop on case management for all staff including partner staff. Plans are already being made to continue these training efforts for

all center staff in order to ensure service integration and seamless delivery.

II. Strategic Planning

The key participants in the development of the Area's strategic plan include the Board, our LEO and our Partners. The area partners meet quarterly, but hold an annual planning meeting in the fall or spring to review and revise SWOT analysis and other planning materials as necessary. The planning meeting generally coincides with the annual resource sharing meeting as those materials are also required as part of our planning submission. Staff then follows state guidance to draft the plan or modification as appropriate and seeks input and approval from the Board and LEO. Upon approval, and as required the Plan is advertised to the public for a 30-day comment period. Any comments would be promptly addressed and the plan modified if applicable.

Let us not forget that our customers and community partners are also key participants to the development of our plan. The input and feedback provided from those individuals allows us to implement more effective strategies to make certain that workforce needs are met for today and in preparation of tomorrow.

LWIA 4 is situated in the middle of the Innovation Valley corridor. The combination of the University of Tennessee, Roane State Community College, Pellissippi State Community College, Y-12 National Security Complex, Oak Ridge National Laboratory and current and new companies developing new products provides an environment that is looking toward the future. Entrepreneurs are being encouraged by the University of Tennessee Incubator, the Campbell County Incubator, and the Cumberland County Incubator. LaunchTN, the UT Research Foundation, Tech 20/20 are also providing funding and assistance. It is the responsibility of our Area to encourage these innovative moves and to be innovative in the way we conduct our business. We must continue to strive to help workers find the right job, the right training, and the right life goals. We must encourage not because it's the Governor's vision but because it will improve our communities. We will continue to support innovations as we move forward with an educated staff excited about the possibilities in our area. We have to become more engaged with the innovation and creativity that has and will continue to define East Tennessee.

Data and information are of upmost importance to any strategic process. Without this information, we cannot determine where we are, chart a course

or determine where we need to go. LWIA 4 utilizes many sources for data and information for planning and in carrying out day-to-day tasks. For employment and labor market information, our area uses Jobs4TN.gov resources, Economic Modeling (EMSI) software and local, state and national media sources. For participant data, eCMATS is utilized for reporting through the Discoverer program. Our area also relies heavily on the Dolce Vita Program for performance reporting and statistical information. We measure the information in these systems against local participant data gathered at the local centers in order to determine if any discrepancies exist between the two.

The Governor's emphasis on education in Tennessee should improve every aspect of our lives. An educated, trained workforce that can compete on a national and international level that will bring Tennessee to the top when industries are looking at a place to locate and grow. Combined with industry sector strategy, all areas of the state have an opportunity to prosper.

The Governor's goals are *"Make TN the #1 State in the Southeast for Jobs; Create a more seamless path from high school, post-secondary education or training, to the workforce; Eliminating duplication*

and leveraging dollars to provide more opportunities to existing job seekers and the emerging workforce.” The State Integrated Plan lists several objectives to enhance the State’s ability to reach these goals. LWIA 4 endorses these goals and objectives and is working to implement actions in the region. For example:

- LWIA 4 is using computer modules to teach youth and other workers about workplace and life skills.
- Youth are participating in real life work experience through paid and unpaid activities, and through the summer youth program.
- LWIA 4 will ensure that all customers at the Centers receive an assessment of their skills and abilities and is given information of educational initiatives in the State such as Western Governor’s University and local training programs.
- LWIA 4 will continue to meet with other LWIA’s and partners to enhance our goals of meeting the needs of our customers, both job seekers and employers.
- LWIA 4 will continue to work with partners in response to layoffs as we work together to ensure these workers have the tools either to re-enter the job market quickly or be retrained.
- LWIA 4 works closely with the community colleges and colleges of applied technology, but

more work can occur with joint projects including grant writing, working with local school educators and with industries to determine employer need.

- LWIA 4 will continue to make assistance available through OJT’s and will promote business and industry use of IWT funds.
- LWIA 4 will continue to serve eligible youth participating in dual credit classes.
- LWIA 4 will continue to work with pre-release population in job readiness preparation in the area.
- LWIA 4 will continue to develop action plans to implement the objectives as outlined in the State Plan.

Staff employ a variety of approaches to preparing workers for high-skill, high growth job opportunities. Some of these include:

- A thorough assessment of customer needs including skills, interest and education. All customers are encouraged to begin the process by registering in Jobs4TN.gov and creating a resume. This process allows the staff and the customer to evaluate skills sets and potential for placement in the job market.
- Utilization of Apprenticeship Grants, Incumbent Worker Training Grants, On-the-Job Training, National Career Readiness Certificate

Assessments, RESA, Adult Education, and other program opportunities to reach out and provide services across a broad and balanced spectrum of the demand occupational skills required in our workplace.

- Development of partnerships with economic development entities, chambers of commerce, local service agencies, educational institutions, local governments and state agencies to enhance economic growth.
- Cooperative and more effective outreach, interaction and supportive activities with regional workforce areas to share in customer and program initiatives that lead to regional employment growth and enrichment of services.
- Marketing of the National Career Readiness Certificate to both the business community and our customers seeking to enter or improve their position in the employment market. This program has allowed LWIA 4 to extend our service opportunities to entities who in the past have not participated in our programs. It has also opened up opportunities for us to gain entry to new and existing business in the community.
- Skill training in demand occupations through approved training providers. LWIA 4 has always had a strong commitment to providing training

to its customers. This includes assisting customers to attain marketable skills to enter their first or a new career along with assisting customers to upgrade their skills to increase their value in the labor market. With the beginning of change in our economy and a continued need to reduce unemployment, job seekers and employees with high skills are a valuable resource to our area's employers.

- Continue work with area healthcare providers, to identify skill gaps and needed training and to prepare workers for these jobs. LWIA 4 will also work with post-secondary institutions and other training providers as well as with employers through employer service grants to enable individuals to attain advanced manufacturing skills identified by new and existing companies.

III. Customer Focus

Current employment data show that the LWIA 4 industry targets have been based on a service industry focus to include education, food, sales, transportation, and healthcare. HOT Careers to 2020 for the region also shows education and healthcare, information technology, and accounting and auditors to be the top growth jobs in the region. However, over the past two years many industrial firms especially related to advanced manufacturing in the

fields of resins, plastics, automotive, and research and development have begun to expand in the region. As noted above, target sectors based on data are transportation, health care, and information technology. The expansion of current industries and the location of new industries are creating a demand for additional skilled workers. The prioritized industries and sectors for LWIA 4 match with most of the sectors as outlined by the Governor's Plan for sector strategy.

The largest sector is healthcare and medical devices. There are a number of hospitals in the area, as well as a large number of nursing homes, assisted living facilities, surgery centers and other medical complexes. Research in many medical fields is being conducted in the area including the Oak Ridge National Lab and once construction is completed at the ProNova Center in Blount County. The Automotive sector when added together is the second largest group of employers in the area. Companies such as DENSO Manufacturing, Eagle Bend Manufacturing, Durakon Industries, SL-Tennessee, Takahata, JDS Technologies, Aisin Automotive, JTEKT Automotive, Volkswagen and many others are located within our nine county area. LWIA 4 has many of the State's other identified sectors in smaller clusters of industries, but efforts will continue to recruit and build on these sectors.

For instance, in the food and agribusiness sector, Advanced Foods with approximately 260 workers is located in Campbell County and Tate and Lyle with 300 employees is located in Loudon County. Many companies in the different sectors are growing their businesses in our region. According to TN Department of Economic and Community Development, over 80% of the new jobs created are by existing business and industry. One example for our area is Alcoa Aluminum with their new expansion in Blount County.

As such, we work closely with our economic and community development partners throughout the area both on a state and local level. LWIA 4 strives to be readily available to assist in recruitment and expansion of industry to the region. All staff is proactive in efforts to assist in the improvement and development of the workforce within our communities and surrounding areas. We attend meetings when needed and provide information on employer service grants such as on-the-job training, incumbent worker training grants, collaborations with post-secondary institutions for specialized skill training and the availability of labor market data from different sources. The positive relationships we share with economic development partners have allowed us to work as a team to post job openings, take applications, conduct screening, complete

assessments and host job events that result in high-skilled employment for our customers.

Furthermore, many staff members serve on various community based and faith-based boards. This involvement increases the networking opportunities to make diverse and special needs populations aware of the services provided by the Centers. LWIA 4 piloted and has continued to work with re-entry services at the Morgan County Correctional Facility. Both state and local correctional facility administrators and staff have recognized our efforts in providing a well-designed program of supportive services and assessments to enhance employability for re-entry. As part of these services, staff continue to educate employers about the benefits and opportunities associated with hiring this hard to serve population.

Many senior workers wish to remain in the workforce for a variety of reasons. Changing attitudes about aging and retirement, coupled with the economy, forces creative approaches to matching employer needs and this group's skills. In some cases, the senior worker is looking for new adventures in new career paths. LWIA 4, its Board, educational institutions and businesses must work together to ensure a good match. The reduction of

funding in the Senior Employment Program has created an added burden on many older adults.

Services to veterans continue as a priority in our area. Staff is working even more closely with local Center veteran representatives and our local county veteran service officers. Since the realignment of veterans' staff into the Comprehensive Centers, representatives are traveling to affiliate centers on designated days to continue serving their customers.

Social Media is an important tool and one that LWIA 4 will continue to expand throughout our area. Many of our Centers already utilize established Facebook and Twitter accounts to get information regarding events and job openings out in their communities.

LWIA 4 utilizes customer feedback from clients and employers to evaluate gaps in service delivery methods. We provide a mechanism for customer input through a survey available at each Center, which is reviewed by managers and administrative staff as they are received. If any survey indicates a lack of satisfaction with services, staff makes every effort to resolve this with the client as quickly as possible. For employers utilizing on-the-job training grants or work experience opportunities there is regular communication between staff and the

employer so issues are resolved promptly to ensure customer satisfaction.

IV. Measurement, Analysis, and Knowledge Management

Currently, LWIA 4 uses the state management information system known as eCMATS for all participant tracking. We also utilize the Discoverer Program within eCMATS to run various reports on an as needed basis. These reports can be customized to include only the data information needed for one or all counties in our area. One such report is a case notes report for active participants that is ran quarterly to ensure proper and timely case management is completed. If there are participants without documented case notes in the system, those files are pulled for review and updated or exited as appropriate.

We also rely heavily on the DolceVita Program for performance data and statistical participant information. Staff measures the information in these systems against participant data gathered at the local centers in order to determine if any discrepancies exist between the two. Staff anticipates data management tracking and reporting to greatly improve with the transition to VOS in the coming year.

V. Workforce Focus

Communication, transparency and education are the tools we utilize to ensure that both the frontline staff and the administrative staff are developing the key skills to successfully assist clients. We encourage life time learning and provide education through many different methods including monthly staff meetings and regional training efforts. Staff decides those topics on which additional knowledge is required and seeks out resources to address those weaknesses. Every staff member is encouraged to maintain their own copy of the WIA Law and Regulations, as well as copies of state and local policies for reference.

The integration of services will require cross training in many areas including all programs available in the Centers, the criteria for service delivery and enrollment steps. Basic skills such as customer service, information gathering and resume writing will be easily accomplished since most staff have experience. One of the most important aspects that will require training is to ensure all staff has knowledge of assessments and assessment tools. This is the one area that can make a real different to the customer. In LWIA 4, cross training will be accomplished through a variety of means because of staffing levels; job shadowing, formal training sessions, self-directed

and internet learning will all be a part of the process. Partners will meet with staff at the Center quarterly and complete an ongoing assessment of customer flow, duties and service integration to ensure customer satisfaction.

The communication plan will be based on an open system where all parties share all information. E-mail, phone and other technology will be utilized to maximize interaction among partners.

VI. Operations Focus

In the Centers, the Welcome Function will be delivered through two steps. The first step will be an initial greeting, introduction to the services, initial registration and assessment of need. This function is currently shared among available staff in Centers; however, this will become a shared cost among Partners through the Resource Sharing Agreements for PY 2014. Based on the need of the customer, the customer may be referred to outside resources or to the second phase of the Welcome Function. If the person is a returning customer, they will be directed to appointments, the resource room, testing sites, or etc. The second phase of the Welcome Function will provide a new customer consultation and will be carried out by available staff from either WIA or Labor. This consultation will include a more advanced assessment of the

customers' needs and will include registration in Jobs4TN.gov, a review of basic skills, work history, and either a written or oral action plan to include referral to self-service function, referral to community resources or referral to skills functions and/or specialized services. Complete assessments will determine much of the success for integration of services and will be one of the first training endeavors for LWIA 4. *(See Attachment 2 – Customer Flow)*

The Skills Career Development Function will be divided into a skills job development and skills talent development. For the most part, the job development will be staffed by Wagner Peyser and the talent development will be staffed by WIA. With some services, both staff will be able to deliver the services, and as needed, staff will assist each other. All staff will be instructed to introduce themselves as a team member and not as a WIA or Labor staff person. If assessments are completed correctly, the person being served will not realize which funding source is serving them.

The Business Function will be a joint function by all staff depending on the community. The public relations staff of TDLWD will serve as an integral partner and LWIA 4 Plans to develop a joint flyer that explains all services for business. Because

staff is finite, a joint flyer will help ensure against duplication of services and visits. In addition, LWIA 4 is going to attempt to do a Google calendar so visits to industries can be coordinated. All Center staff, Veterans staff, public relations, Wagner Peyser staff and Economic and Community Development would all have access to the calendar and would assist in the coordination of all business functions. This function will only be a success if there is communication.

Most of the services provided by the LWIA, and a portion of the processes, are mandated by state or federal law and regulations. Nevertheless, locally developed processes add to the value of service implementation. These processes have been developed in concert with career center partners. Customers arrive through referrals, rapid response activities, or word of mouth. With the implementation of service integration, all customers will receive a complete assessment and be provided all services needed to return them to the workforce. The partners have all committed to a process of continuous improvement and with the knowledge that if systems are not working that we will all engage in a developing a new process that will enhance operations and provide excellence in service to our customers.

In July 2011, LWIA 4 began holding monthly WIA Manager Meetings. These meetings include discussions on current performance goals and measures, budgets, policy changes at all levels and any other topics that have an impact on service delivery or every day operations. As a result, management can ensure issues are addressed in a timely and uniform manner. Partners will join the staff on a quarterly basis.

To assure high standards in the delivery of services, staff training is a high priority. Periodic staff training occurs for all personnel, and over 61% of staff providing direct customer services received professional certification as Global Career Development Facilitators.

In addition to eCMATS data, the University of Memphis conducts customer satisfaction surveys and provides both aggregate and specific feedback. TDOL conducts program monitoring as well as data element validation. Results from these are reviewed and adjustments in processes altered or implemented as needed. Changes may also come about as a result of changing customer needs, staff innovations, or other team member input.

VII. Results

LWIA 4 has a strong commitment to meeting or exceeding all performance measures. Appropriate ongoing education of staff on the measures, coupled with a defined follow-up and data validation processes has allowed us to meet these goals. The charts attached show LWIA 4's performance over the past two years (PY 2011 and PY 2012). In the second quarter of PY 2013 we were meeting or exceeding most performance measures, with a small setback in youth attainment. We do have a plan in place and a means of follow-up that should ensure improvement in the coming quarters.

It's also important to note that LWIA 4 served 2,130 customers in PY 2012, and has served 1,868 through the first two quarters of PY 2013. At our funding level, we have continued to work with all eligible individuals who seek assistance at the Centers. In order to meet our performance standards, we have continued to put emphasis on high-growth, high-demand jobs.

The economy over the past few years has affected the availability of job opportunities and impacted wage levels especially in our rural areas. Although there has been consistent high unemployment, many individuals have used unemployment

compensation as a reason not to enter the job market. In analyzing closures and reductions in force over the past three years, there is beginning evidence to support stability.

Our Youth Program, which provides services for both in-school and out-of-school participants, excels in leadership development. LWIA 4 has strengthened its program over the past two years by placing an emphasis on the ten required elements, continuous recruitment and focused year around activities. The youth program continues to have a summer work component but part time work experience during the year has been added. Last year 300 youth completed at least one component of job preparedness. An end of summer educational leadership activity is included to afford the youth an opportunity to experience a new environment away from familiar surroundings. This helps youth prepare to make decisions and to face new challenges.

LWIA 4 continues to offer many employer services. Several companies utilize the National Career Readiness Certificate to determine which candidates are best for positions. Assessments are provided in all nine counties. As of December 2013, LWIA 4 is providing OJT funding to three employers. LWIA 4 has conducted a proactive

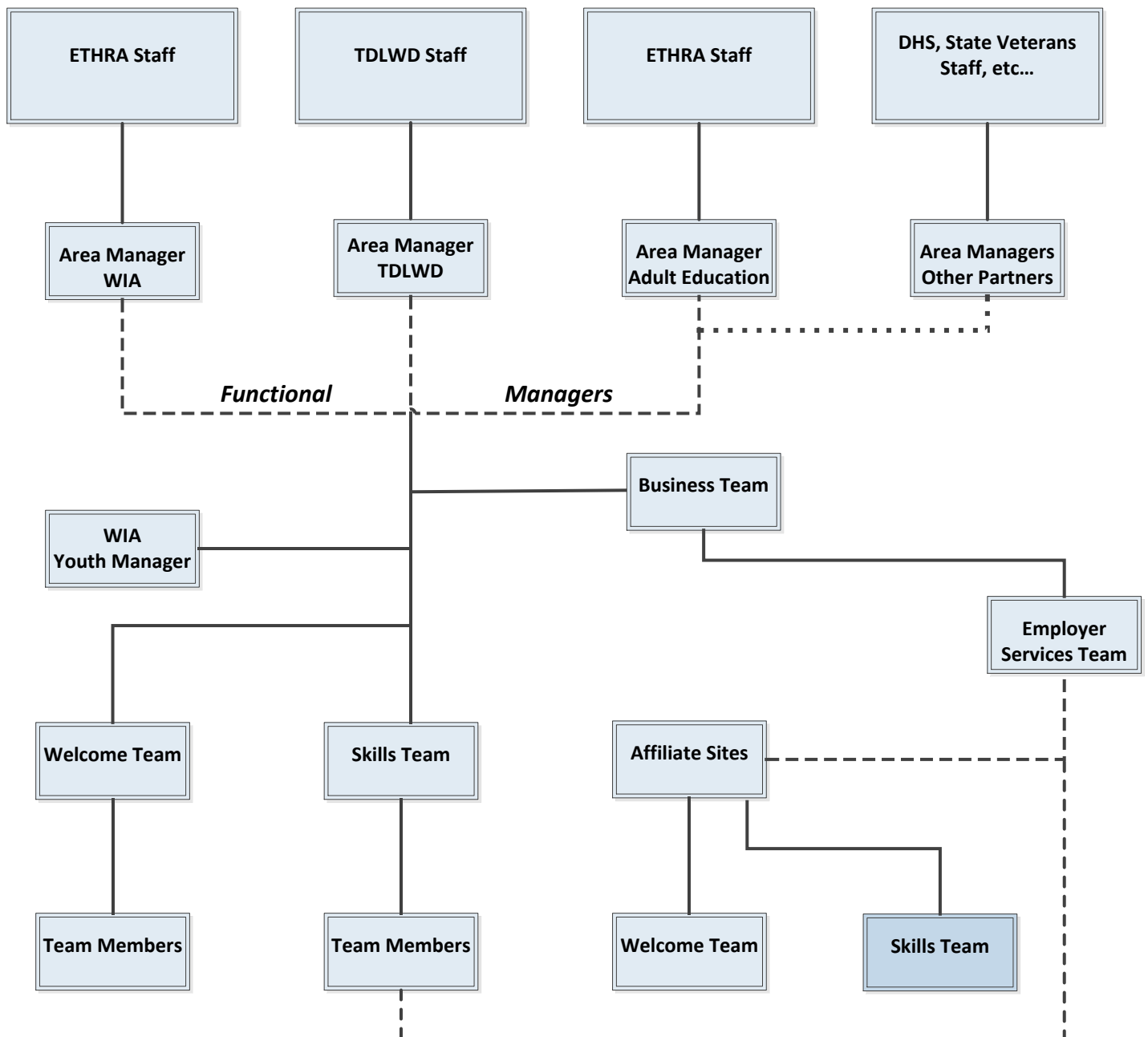
Incumbent Worker Training Program (IWT) by trying to ensure that all companies are aware of the availability of funds. During the current funding cycle, five companies were awarded approximately \$83,500 through the competitive process. This will allowed 112 workers to receive additional skills. The LWIB approved the use of local dollars for an additional project and it will be sent to the State

for review. The resulting success of our training programs continues to create interest from the economic development teams and local chamber of commerce organizations in each of our nine counties. We continue to build on those relationships and work together to assist companies and jobseekers alike.

LWIA 4 Performance Targets							
	Targets PY 2011	Actual PY 2011	Targets PY 2012	Actual PY 2012	Regression Adj Actual PY 2012	Targets PY 2013	PY 2013 Cumulative to Date
Adult Measures							
<i>Entered Employment</i>	76.0%	86.2%	81.0%	90.7%	88.50%	85.0%	93.4%
<i>Employment Retention</i>	84.0%	86.2%	86.7%	90.0%	87.80%	88.0%	94.6%
<i>Average Earnings</i>	\$11,500.00	\$12,548.36	\$12,650.00	\$13,846.50	\$13,956.90	\$13,000.00	\$13,603.29
Dislocated Worker							
<i>Entered Employment</i>	80.0%	89.5%	89.0%	89.6%	91.80%	88.0%	88.6%
<i>Employment Retention</i>	85.0%	90.7%	90.0%	90.4%	91.80%	90.0%	94.9%
<i>Average Earnings</i>	\$12,500.00	\$14,074.27	\$13,362.90	\$14,107.19	\$14,821.80	\$13,500.00	\$14,275.76
Youth Common Measure							
<i>Placement</i>	61.0%	85.2%	75.5%	95.1%	87.50%	85.0%	95.6%
<i>Attainment</i>	63.0%	87.7%	75.0%	86.1%	88.10%	82.0%	80.1%
<i>Literacy/Numeracy</i>	36.0%	58.3%	48.0%	78.6%	56.90%	68.0%	75.0%

Attachment 1
Supervisory and Functional Management
Organizational Chart

Supervisory Management



Attachment 2 Customer Flow

